

NPIC/D-283-70

16 SEP 1970

MEMORANDUM FOR: Assistant Deputy Director for Intelligence

SUBJECT: The Government Executive and Management Science Seminar -- Comments

1. I found this experience -- it was not a "seminar" -- of some interest and suggestive of some applications. There are and will be places and times when the techniques described could be useful to the Center and the Directorate.

2. I do not anticipate that such techniques will be applied appropriately and personally by Agency managers who only have the benefit of a one-week training class in these techniques -- I doubt that three or four weeks would be sufficient for that purpose.

3. If we are to gain productive applications of these decision-assisting techniques, we should have available in the Agency full-time experts in their use -- experts who could be called in by a manager to assist him and his component. The experts should be full-time Agency employees.

4. I shall consider the pros and cons of training a Center officer, or two, to the point at which they would be expert. I believe that it would be more effective if the Agency had a central service for the purpose.

5. The particular session which I attended was too loosely organized and lacked a focus on our viewpoints. More care and time should have been taken in preparing the student -- before and during the week -- for what he was to receive and gain. I point this comment at the O/DDI, as well as at OTR, OCS, and [redacted]

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[redacted]  
Executive Director

National Photographic Interpretation Center

Attachment:  
Copy of critique prepared for OTR.

Declass Review by NGA.

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16 SEP 1970

MEMORANDUM FOR:  OTR

SUBJECT : Comments on "The Government Executive and Management Science"

1. This experience was not a "seminar," so please stop calling it that.

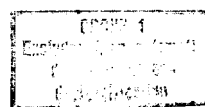
2. I wish that OTR would prepare more carefully focussed introductions to such experiences, stating clearly the purpose, the objectives and any pertinent background. OTR officers frequently seem to me to be apologetic and vague about why such experiences are being offered to the particular persons present. If OTR has chosen to sponsor such training I should think that OTR would be clear about why and to what end -- and could convey same with confidence.

3. In this particular case the experience which was offered seemed to have been hastily organized, and to lack relevance to the needs of the particular kinds of students present. The quality of the instructors was excellent, but unguided.

4. Pre-course reading would have helped to some extent. The lack of it, and the lack of a focussed introduction, caused in me during the first day or two a reaction similar to that of a sudden immersion in cold water.

5. The experience -- if it is repeated for others -- must be made more relevant and understandable in its content to the viewpoints and needs of the students.

6. Even if these things are done, I judge that the experience will only have meaningful value as a familiarization experience. If so, it should only be continued if the Agency is going to "complete the loop" by making available in-house resources and expertise for exploiting and applying such decision-assisting techniques.



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SUBJECT: Comments on The Government Executive and Management Science

25X1 7. I think we should have gained and given more than we did for the [ ] spent. I cannot say that you, I or the Agency gained as much as we might have in return for the [ ] spent on me. Add to that the "costs" of being away from my duties during that week and I come up with a minus figure -- on the average.

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Executive Director  
National Photographic Interpretation Center

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